

# Selecting a Chief

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# Trustees primary responsibilities

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- As fiduciaries for the tax payers, ensure the Districts financial health
- Recruit, hire and retain a Chief that manages the Districts resources to meet current and future needs.

# As a Board, assess the State of the District:

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- Is the District operating effectively and efficiently in the following areas:
  - Operations
  - Culture
  - Morale
  - Finances
  - Union relations
  
- The answers to the above will help you determine your needs in your next leader

# What are the Boards expectations for the next Chief

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- Based on your assessment you can determine if you need a “Change Agent” or a Chief that will maintain the current status
- Your answer to the above will help you update the Job Description
  - Position expectation
  - The Boards education and experience requirements

# The Recruitment process

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- Determine who will be on the interview team.
  - Trustees
  - Outside Chief Officer with position knowledge
  - District Attorney
  - Others
- Plan to schedule two interview sessions:
  - Initial screening interviews to select the top 3-5 candidates
  - Final interview of the top 3-5 candidate's

# The Recruitment process

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- Plan on at least two interview sessions
  - Prepare a list of standard question for the *initial interview* that focus on the Boards expectations
  - Prepare a list of standard questions for the *final interview* using the input from answers that you received in the initial interview.
    - Ask the candidates to expand on their answers during the final interview.

# The Recruitment process

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- Even if you have a succession leader within the department, consider opening the recruiting process
  - Provides comparison to other candidates strengths and weakness
- Consider using a professional recruiting firm
  - Casts a wider net for potential candidates
  - They do the initial screening and background checks

# Make your decision

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- The advantage of a team interview approach is the feedback
- Each team member will have their opinions of the pros and cons of each candidate
- As a team you will reach a common consensus on the best candidate